

Recommendation:

The Directors of Personnel and Training together with representatives from operating components take a fresh look at the over-all problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program. (Page 24)

Comment:

Agree. We believe that the study should be broadened to include all aspects of clerical recruitment, selection, training, and utilization. Primary responsibility for this study should be assigned to the Director of Personnel.

We consider that such a study would include an examination and evaluation of recruitment sources and techniques, analysis of experienced attrition, a review of the levels of intellect, education, and clerical skills actually required in the performance of Agency positions, a review of testing standards and other screening techniques, and a systematic survey of the use being made of clerical personnel. We would expect such a study to provide a factual basis for necessary adjustments in any of these aspects of the clerical employment program.

In reviewing this subject, the Inspector General's report states that "CIA recruited in excess of 800 clerical personnel during 1959 and could expect according to current experience to have the average clerical employee resign after only 18 months of service." This statement, if taken literally, is in error and should, we believe, be corrected. The statement should have read that of the clerical employees who resigned in 1959 the average period of service was 18 months. Many more clerical employees did not resign and actual attrition rates for the years 1957, 1958, and 1959 were 24.5%, 21.1%, and 22.6%, respectively. These rates indicate an average length of service between four and five years. Even as thus corrected, the average length of service of clerical employees is understated since many of these individuals are promoted from the clerical ranks into higher grades.

Recommendation:

(e) DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment. (Page 40)

Comments:

We have no significant views on this recommendation; however, we would point out that if such a group were established it might reasonably be composed of the Career Development Officers to be appointed by the Deputy Directors in accordance with the recommendation recently approved by the Director of Central Intelligence. (Reference: Memo for DCI from D/Pers dtd 26 May 1960, subject: CIA Career Service, para. 4b.) It is anticipated that these officers will be charged with the responsibility for formulating policies and standards for a new program of personnel development in CIA. Such policies and standards will inevitably be interrelated with the Agency's training programs, thus it would clearly be a mistake not to integrate these activities at the senior level.

Recommendation:

The DTR confer with the Commanding Officers of the Army and Air Reserve units to see if more practical reserve training, e.g. International Communism, could be handled by OTR for the reservists. (Page 52)

Comments:

25X1A Agree in principle. We believe that a need exists for an internal training program which could be used for the active duty training of Agency reservists and agree that there is serious doubt as to whether training which is limited to UW operations is appropriate either from an Agency or a service viewpoint. We believe that more emphasis should be placed on military subjects and the Agency's wartime role in support of the military in general. In connection with the implementation of this recommendation, however, we should note that the Deputy Directors, pursuant to the provisions of Regulation No. have appointed representatives to advise on the use and training of Agency reservists. Accordingly, in lieu of the recommendation that the Director of Training confer with the Commanding Officers of the reserve units on this matter, we would suggest that this advisory group, augmented by a representative designated by the Director of Training, be instructed to study the problem and recommend a suitable training program.

In paragraph 4a(1) on page 49, the statement is made that "The training of military reservists is a basic responsibility of the military services and, in general, is beyond the purview of this survey." This leaves some doubt as to the Agency's responsibilities for such training which we believe should be clarified. Army and Air Force regulations outline the objectives of the Reserve active duty for training programs and the responsibilities of proponent agencies for carrying them out. CIA is the proponent agency for its Army and Air Force mobilization units and, as such, is responsible for insuring that active duty for training is directed toward maintaining the proficiency of each mobilization designee for his designated mobilization assignment.

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Recommendation:

(a) The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP. (Page 92)

Comment:

Do not agree. Without a vast amount of further study and development, the adoption of such a policy seems to us premature and ill-advised. If the JOT program is expanded and proves itself able to provide competent junior professionals for all Agency requirements, the recommended policy will evolve without being decreed.

Recommendation:

(b) The DTR establish a JOY selection panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel. (Page 92)

Comment:

Agree.

Recommendation:

(c) The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above.
(Page 92)

Comment:

Do not agree. Arrangements for such participation would be unwieldy and could be expected to complicate and delay interviews probably to the extent of bringing about the withdrawal of some candidates who might have difficult meeting inflexible schedules. Travel expenses of the participants and possible remuneration for their time could represent a substantial expense depending on the frequency and duration of panel meetings. Further, we believe that such individuals would bring to the task too many of their personal prejudices, would take too long to educate concerning Agency requirements, and might make public arguments if their views were not accepted. In sum, we believe that the apparent disadvantages outweigh any assumed advantages unless or until such outside representation would be considered necessary for public relations reasons.

Recommendation:

(e) The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DD/S and DD/I careers. (Page 92)

Comment:

Agree. In our recruitment process, we will take every action to broaden our recruitment standards and appeal to the degree that the program is expanded to cover DD/I and DD/S requirements.

Recommendation:

(g) The DTR together with the Director of Personnel undertake to monitor the present efforts of the Department of State to improve personnel management and training in the Foreign Service for measures that may be adopted for the Agency's benefit. (Page 92)

Comment:

Agree that we should stay well informed on Foreign Service personnel management and training activities. In addition to the purposes indicated in the Inspector General's report, we believe that it might be possible to derive mutual benefits, including specifically the possibility for CIA to acquire recruitment leads through the widely advertised program of the Foreign Service.

Comment on JOT Attrition Statistics:

Although no specific recommendation is identified with this portion of the report, paragraph F 3 beginning on page 87 of the Inspector General's report discusses attrition among JOT's. We believe that the data used might well be clarified and amplified.

In paragraph F3(e)(2) on page 88, it is stated that "There has been severe attrition amounting to a total of some 20 percent per year among JOT's in training." This statistic is not borne out by the experience of fiscal years 1958, 1959, and 1960. The trainee attrition rates during these years were 13.5%, 13.8%, and 9.4%, respectively.

Paragraph F3(e)(3) on pages 88 and 89 provides some summary attrition statistics. We believe data for the past three fiscal years, 1958, 1959, and 1960 are more significant. Attrition rates for all JOT graduates in these years were 3.2%, 4.3%, and 4.6%, respectively. These rates are approximately the same as those for all Agency males or Clandestine Services males of comparable age groups. Of further significance is the percentage breakdown by grade for those same fiscal years as shown below for the Clandestine Services Career Service:

GS Grade	<u>CSCS JOT Graduates</u>								
	FY 1958			FY 1959			FY 1960		
	No.	Resig.	%	No.	Resig.	%	No.	Resig.	%
9	31	0	0	54	3	6	53	6	11
11	50	1	2	59	3	5	54	4	7
12	28	1	4	50	0	0	56	0	0

Recommendation:

The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions. (Page 149)

Comment:

Agree.

Recommendation:

The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U. S. Government generally in keeping with the outline described above.

Comment:

Agree.